

# MANUFACTURING EXTENSION PARTNERSHIP

## Success Stories from the Field

### Metalwest, LLC

#### Texas Manufacturing Assistance Center

#### Lean Sharpens Metalwest's Edge

##### Client Profile:

Metalwest, LLC, known as flat roll metals specialists, distribute and process carbon and non ferrous products such as hot roll P&O (pickled and oiled), cold roll, galvanized steel, coated products, stainless steel, and aluminum sheet and coil. The family-owned company avails its flat roll customers to a full-service line-up of metal suppliers and resources nationwide. Metalwest employs 60 people at its facility in Garland, Texas.

##### Situation:

Metalwest corporate headquarters, located in Denver, Colorado, champions Lean manufacturing for all its plants located throughout the U.S. Working with the Colorado Association for Manufacturing and Technology (CAMT), a NIST MEP network affiliate, the company had experience with MEP Lean Enterprise projects. After a compare-and-contrast analysis, Metalwest corporate chose the Texas Manufacturing Assistance Center (TMAC), a NIST MEP network affiliate, to work with their plant in Garland, Texas. Pleased with TMAC's hands-on approach, an MEP national account was developed to oversee deployment. Corporate executive leadership already had a strategic plan based upon 4 pillars: Lean, Strategic Selling, Enhanced Services and Organization climate/culture. Each Metalwest facility also executes a local plan as well. The Garland plant operated in the company's most competitive region. Management determined that a Lean Enterprise project offered the quickest route to bottom-line improvement.

##### Solution:

TMAC provided a 5S (Sort, Set in Order, Shine, Standardize, Sustain) two-day rapid improvement event for Metalwest and trained 53 employees. TMAC and El Centro College's Bill Priest Institute (BPI) collaborated on grant opportunities for Metalwest. TMAC provides expertise as manufacturing subject matter experts and BPI does the grant writing. Skills Development training funds allowed Metalwest's Lean journey to proceed at a quick pace. As well as introductory Lean Principles, employees at Metalwest also completed Value Stream Management & Mapping, Set-Up Reduction, Pull Systems and Kanban training and project implementation. The company also sent all supervisors through Training Within Industry (TWI) modules including Job Instructions, Relations & Methods. TWI is a perfect fit to enhance lean job skills and a proven methodology to drive culture transformation. TMAC specialists also presented Lean 101 courses in Spanish, which was insightful for both staff and management. The talent, creativeness and knowledge of the Metalwest Spanish-speaking employees were made much clearer after the presentation and interpretation. As a result of TMAC's assistance, Metalwest has fully embraced 5S, and the plant is clean, safe, organized and tour ready at all times. Customers have shown more trust in the company and its products. Metalwest management is very supportive of all the Lean Enterprise efforts and provides resources necessary for staff to learn and deploy their new skills.

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#### **Results:**

- \* Increased turn rates from 3.9 percent to 7.5 percent.
- \* Reduced lead time by 76 percent.
- \* Reduced setup time from 30 minutes to less than 10 minutes.
- \* Reduced finished good inventory by 75 percent.
- \* Reduced raw inventory by 60 percent.
- \* Reduced floor space by 30 percent.
- \* Achieved a more competitive and profitable position.

#### **Testimonial:**

"We found all of the TMAC staff to be personable as well as knowledgeable. We've forged a valuable relationship and look forward to continued success."

Phill Cavender, General Manager